

Dr. Michael Fullan – April 2005

Dr. Michael Fullan, Author, Educator & Consultant, April 2004 appointed Special Advisor to the Premier and Minister of Education; Head of Leadership for Change; Former Dean of the Ontario Institute for Studies in Education of the University of Toronto

In this address, Dr. Michael Fullan begins by reviewing the ten guidelines in the book, *What's Worth Fighting For in the Principalship?*, and then he moves on to outline the six fundamental issues in education today. He next defines "school capacity" and uses a video of Montview School in Colorado to illustrate this definition.

Books by Dr. Michael Fullan:

Fullan, M. (1997) *What's Worth Fighting For in the Principalship?* New York: Teacher's College Press.

Fullan, M. (2001) *Leading in a Culture of Change*. San Francisco: Jossey-Bass.

Fullan, M. (2003) *The Moral Imperative of School Leadership*. Thousand Oaks: Corwin Press.

Fullan, M. (2004) *Leadership and Sustainability: System Thinkers in Action*. Thousand Oaks: Sage Publications.

Fullan, M., Hill, P., & Crévola, C. (2006) *Breakthrough*. Thousand Oaks: Sage Publications.

Contact:

For more information on Dr. Michael Fullan and a complete bibliography of his work, visit www.michaelfullan.ca

Segments:

- 1...What's Worth Fighting For in the Principalship?
- 2...The Six Fundamental Issues Today
- 3...School Capacity Defined
- 4...Conclusion

1...What's Worth Fighting For in the Principalship?

(Length: 7 minutes)

Synopsis:

Fullan reviews the ten guidelines presented in his book, *What's Worth Fighting For in the Principalship?* and speaks to their relevance today.

Look for the following:

- The ten guidelines

After viewing Segment 1:

- Select three of these guidelines that impact most strongly on your professional practice as a principal today.
- Determine the actions you can take to follow these three selected guidelines.

2...The Six Fundamental Issues Today

(Length: 7 minutes)

Synopsis:

Fullan describes the six major issues facing leaders in education today.

Look for the following:

- Moral purpose
- Team work
- Role of the Principal
- Capacity building
- Distracters
- Not “what” but “how”

After viewing Segment 2:

- How important is the principal to transformation in a school?
- What will build the capacity of the teachers in your school?
- Fullan says that you must reduce the ‘distracters’ in your school in order to focus on teaching and learning. List the ‘distracters’ that have the potential of reducing your school’s focus on teaching and learning.

3...School Capacity Defined

(Length: 18 minutes)

Synopsis:

Fullan states that good schools display strength in school capacity, student achievement, and instructional quality. He uses a video of Montview School in Colorado to demonstrate what these characteristics look and sound like in a school environment.

Look for the following:

- A definition of school capacity
- A caution regarding professional development
- The meaning of ‘learning in context’
- The characteristics of a ‘professional learning community’ demonstrated by the staff of Montview School

After viewing Segment 3:

- What is ‘school capacity’ and how is it achieved?
- Define “learning in context”.
- Review characteristics of a ‘professional learning community’.
- Play the video portion of the segment again, this time listing each characteristic of a PLC demonstrated by the staff.
- Next to each characteristic, put a check mark if this same characteristic is evident in your school. Note those that are missing in your school culture.
- Make a PLC chart of your school that has two parts. Part 1 has a Column A that contains the list of evident characteristics and a Column B which shows how each characteristic is seen and heard. Part 2 of the chart also has two columns. Column C lists the characteristics missing in your school culture, while Column D includes the suggestions of how to develop each PLC characteristic. The next step is to prioritize the items in Part 2 and decide on which one or ones to focus.

Sample Chart:

Part 1		Part 2	
Column A	Column B	Column C	Column D
Evident Characteristics	How it is Seen and Heard	Missing Characteristics	Suggestions for Developing

4...Conclusion

(Length: 10 minutes)

Synopsis:

Fullan discusses targets for improved student performance and the reasons for the degree of improvement leveling off at a certain point rather than continuing to increase. He then proposes two methods for avoiding this “plateau effect”.

Look for the following:

- England’s targets and results
- The reason for these results
- Two lenses for focusing on improvement in Ontario schools

After viewing Segment 4:

- Summarize the two main points that Fullan presents as routes to a continuing improvement in student achievement.
- Assess how well your system (school and board) is doing at following his advice.